

CHAPTER 2: Communication in the Workplace

TRUE/FALSE

The words in all caps make the statement true or false.

1. The SYSTEM/CONTINGENCY model is biased in favor of management.
A. True
B. False

ANS: F PTS: 1 REF: p. 54

2. THEORY X assumes that people are naturally lazy.
A. True
B. False

ANS: T PTS: 1 REF: p. 52

3. Theory Z is one of the newest applications of the CONTINGENCY MODEL.
A. True
B. False

ANS: T PTS: 1 REF: p. 56

4. A current application of the human resources model is the QUALITY CIRCLE.
A. True
B. False

ANS: T PTS: 1 REF: p. 53

5. In an open organization, "BOUNDARY SPANNERS" are people who maintain communication with those outside the organization.
A. True
B. False

ANS: T PTS: 1 REF: p. 55

6. A TRADITIONAL/CLASSICAL manager believes that managers should call their employees by first names and joke and laugh with them.
A. True
B. False

ANS: F PTS: 1 REF: p. 44

7. Scientific managers wanted to improve organizations from "THE TOP DOWN."
A. True
B. False

ANS: F PTS: 1 REF: p. 42

8. According to Wagner and Hollenbeck, DIRECT SUPERVISION involves horizontal communication between peers who meet face-to-face (or in some cases by Internet) to make work related decisions.

2. Which organization model was developed from the concept that tender loving care by supervisors and upper management would lead to greater productivity?
- A. Traditional/Classical
 - B. Human Relations
 - C. Human Resources
 - D. Systems/Contingency

ANS: B PTS: 1 REF: p. 48

3. Which theory recommends that all communication be put in written form?
- A. Theory Y
 - B. Bureaucratic management
 - C. System 4
 - D. Scientific Management

ANS: B PTS: 1 REF: p. 45

4. Which of the following statements is most likely to express the opinions of the Human Resources manager?
- A. "Employees are more productive if they feel appreciated and content."
 - B. "To feel secure, employees need and want structure."
 - C. "Employees will motivate themselves if they are allowed to participate in decision making"
 - D. "There is no single best way to manage."

ANS: C PTS: 1 REF: p. 40

5. Which of the following statements is most likely to express the opinions of the Traditional/Classical model
- A. "The best organizational model depends on my number of internal and external factors."
 - B. "A team-oriented approach to employee-management relationships work best."
 - C. "Managers should call their employees by first names and express sympathy with their personal problems"
 - D. Employees are basically lazy and will goof off if you let them."

ANS: D PTS: 1 REF: p. 40

6. Which application of the Human Resources model consists of a group of employees who meet regularly to solve problems affecting their work area?
- A. Theory X
 - B. Theory Y
 - C. Likert's 4 systems
 - D. Quality Circle

ANS: D PTS: 1 REF: p. 53

7. Fayol's bridge refers to
- A. upward communication.
 - B. downward communication.
 - C. horizontal communication.
 - D. all types of communication.

ANS: C PTS: 1 REF: p. 35

8. This theory, one of the newest applications of the systems/contingency model, states that successful organizations are those that have a culture that reflects the values of its employees.

- A. Likert's 4 Systems
- B. Quality Circles
- C. Theory X
- D. Theory Z

ANS: D PTS: 1 REF: p. 56

9. The formal pattern of relationships and roles needed to accomplish tasks is called
- A. organizational structure.
 - B. chain of command.
 - C. division of labor.
 - D. span of control.

ANS: A PTS: 1 REF: p. 44

10. Three of the following items are true about scientific managers. Which one does not belong?
- A. Scientific managers suggested that employees would be more productive if they were given a bonus system or piece-rate incentive.
 - B. Scientific managers felt that managers should determine the shortest and easiest way to perform employee tasks.
 - C. Scientific managers wanted to improve organizations by first improving management skills.
 - D. Scientific managers suggested that organizations determine what employee characteristics were needed for each job and then hire only workers with these characteristics.

ANS: C PTS: 1 REF: pp. 43-44

11. The communication structure of an organization is best shown by its
- A. division of labor.
 - B. span of control.
 - C. organizational chart.
 - D. written policies and rules.

ANS: C PTS: 1 REF: p. 44

12. The central principle of this theory rests on the idea that the whole is more than the sum of its parts.
- A. Transformational Model
 - B. Theory Y
 - C. Theory Z
 - D. Systems theory

ANS: D PTS: 1 REF: p. 54

13. Work assigned according to the amount of responsibility and authority of each person is called
- A. organizational structure.
 - B. chain of command.
 - C. division of labor.
 - D. span of control.

ANS: C PTS: 1 REF: p. 54

14. Which of the following is true of "flat organizations"?
- A. They are often used by large companies.
 - B. They depend heavily on formal communication networks.
 - C. They result in fast handling of problems.
 - D. They result in lower employee morale and satisfaction.

ANS: C PTS: 1 REF: p. 45

15. Mayo's "best way" was
- A. the concept of tender loving care.
 - B. to emphasize the importance of communication.
 - C. to formalize the bureaucracy.
 - D. to apply scientific principles to production problems.

ANS: A PTS: 1 REF: p. 47

16. Current implementation of the Human Resources model is represented by
- A. a company using quality control circles to solve work problems.
 - B. a company using time-motion studies to determine minimum task performance.
 - C. a company with its own employee exercise and recreation facilities.
 - D. a company that adapts its procedures to the culture and values of its employees.

ANS: A PTS: 1 REF: p. 53

17. Current implementation of the Systems/Contingency Model is represented by
- A. a company using quality control circles to solve work problems.
 - B. a company using time-motion studies to determine minimum task performance.
 - C. a company with its own employee exercise and recreation facilities.
 - D. a company that adapts its procedures to the culture of its employees.

ANS: D PTS: 1 REF: pp. 54-56

18. Which of the following is a belief of Human Resources managers?
- A. Managers should allow employee participation only in routine decision making.
 - B. Employees will be more productive if management gives them special attention.
 - C. Parties and social events are necessary to keep employees happy.
 - D. Employees are capable of more than most jobs allow.

ANS: D PTS: 1 REF: p. 51

19. Which organization model believes that the best way to motivate employees is with money?
- A. Traditional/Classical
 - B. Human Relations
 - C. Transformational
 - D. Systems/Contingency

ANS: A PTS: 1 REF: p. 42

20. If an organization is healthy, what type of information will be carried by its grapevine?
- A. anticipated changes in management
 - B. pending layoffs of employees
 - C. personal interest items
 - D. salary cuts or increases for the next pay period

ANS: C PTS: 1 REF: p. 36

21. Your text defines "horizontal communication" as
- A. messages that flow from managers and supervisors to subordinates.
 - B. messages that flow from subordinates to supervisors and managers.
 - C. messages that flow along the official paths prescribed by the chain of command.
 - D. messages that flow between persons of the same rank or position.

ANS: D PTS: 1 REF: p. 35

22. Communication flowing from subordinates to management is called
- A. upward communication.
 - B. downward communication.
 - C. lateral communication.
 - D. horizontal communication.

ANS: A PTS: 1 REF: p. 34

23. Which of the following is true about the grapevine in an organization?
- A. The type of information the grapevine carries indicates the health of the organization.
 - B. Information carried by the grapevine is only 50% accurate.
 - C. Information carried by the grapevine travels fast.
 - D. People who regularly use the grapevine are more satisfied with their jobs.

ANS: B PTS: 1 REF: p. 36

24. Chesapeake Energy Corporation takes pride in its employees, so much so that for the past five years *Fortune Magazine* has listed them in their _____ list.
- A. "100 Most Successful Economic Organizations"
 - B. "100 World's Biggest Companies"
 - C. "100 Most Innovative Companies"
 - D. "100 Best Companies to Work For"

ANS: D PTS: 1 REF: p. 31

ESSAY

1. What kind of behaviors are usually practiced by managers who believe in the Theory X model of communication?

ANS:
Answers will vary.

PTS: 1 REF: pp. 51-52

2. Contrast the Human Relations model and the Human Resources model. Be specific. Cite examples to support your conclusions.

ANS:
Answers will vary.

PTS: 1 REF: p. 51

3. What are the basic principles underlying the philosophy of scientific management?

ANS:
Answers will vary.

PTS: 1 REF: pp. 42-43

4. What are the basic beliefs of managers who adopt the Theory Y model of communication?

ANS:
Answers will vary.

PTS: 1 REF: pp. 51-52

5. Compare and contrast multiunit and virtual organizations according to the Transformational Model.

ANS:
Answers will vary.

PTS: 1 REF: pp. 39-42

6. Which organizational model do you prefer?

ANS:
Answers will vary.

PTS: 1 REF: pp. 39-42

7. Discuss the role that the CEO of Chesapeake Energy Corporation, Aubrey McClendon, played in success and problems.

ANS:
Answers will vary.

PTS: 1 REF: pp. 31-32